

SECRET

DDI- 870-83

MEMORANDUM FOR: Associate Deputy Director for Intelligence

VIA: Director of Global Issues
Chief, Instability and Insurgency Center, OGI

FROM: 25X1
Chief, Insurgency Branch
Instability and Insurgency Center, OGI

SUBJECT: Request to Give Oral Presentation

1. I request permission to present orally the attached outline.

2. When approved, I intend to give the oral presentation at the Conference on Military Operations Research: The Next Twenty Years at the US Naval Academy, Annapolis, Maryland. This conference is sponsored by the Office of the Deputy Undersecretary of the Army, Office Chief of Naval Operations on 9 March 1983.

3. The material I am presenting will be at the Secret level. All participants at the conference have been cleared at that level.

4. I will not append the standard disclaimer because all participants have been cleared for Secret.

Attachments:

1. Copy of outline as stated
2. Form 879

This memorandum is downgraded to Administrative-Internal Use Only when removed from attachment.

SECRET

1381-83

5-009-83

SUBJECT: Request to Give Oral Presentation

APPROVED:



Director of Global Issues

28 JAN 1983
Date

25X1



Associate Deputy Director for
Intelligence

1 FEB 1983
Date

25X1

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1 - IIC/I [redacted]

25X1

1 - C/IIC w/att

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OGI/IIC/I [redacted] 26 Jan 83)

25X1

Defining the Discipline of Insurgency

- I. Defining insurgency: some basic assumptions about the phenomenon
 - A. Stages of insurgency
 - B. Levels of insurgency conflict
- II. Defining types of insurgency: a typology approach
 - A. Politically organized insurgencies
 - B. Foco insurgencies
 - C. Traditionally organized insurgencies
 - D. Urban insurgencies
- III. Defining and measuring insurgent and government control: definition of a major dependent variable
 - A. Definiting control in insurgency
 - B. Indicators of control in insurgency
- IV. Counterinsurgent operations analysis: two examples of a systematic approach
 - A. Border control operations--a flow and systems modeling approach
 - B. The importance of "neutral" organizations in counterinsurgency--an expected-utilities modeling approach
- V. Some topics which need to be approached in the insurgency area which are amenable to an operations research approach
 - A. Introduction of military high technology into Third World counterinsurgency operations

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- B. The organization, and command and control of Third World counterinsurgency efforts
- C. Training for counterinsurgency
- D. The organization of first world counterinsurgent and insurgent support efforts

Mostly unclassified material will be used to illustrate this talk.

The analytical methods discussed exist in the open literature although their application to insurgency, in the case of expected utilities models, is unique to the agency and therefore could be considered classified. This application is in no way a unique breakthrough or of much general analytical import, however.

We will be identifying some areas of methodology where we have a felt need for help, since a purpose of attendance is to elicit proposals and suggestions. This can be readily justified within the secret, and probably at the unclassified level, since our needs are not unique, and easily anticipated by outsiders.

One classified example, a post hoc historical analysis of the role of neutral groups in the Sandinista insurgency in Nicaragua will be used. This is based on analyst judgments which have been derived from all source material. Sources or collection methods need not (i.e., are not relevant) and will not be mentioned at all in this section (or any other section of the talk). Therefore, this example can be handled within the secret

or perhaps unclassified level without fear of security problems and I would on balance consider it unclassified.

Overall, I anticipate using no classified material in the talk but to be safe in terms of my judgment of what might be considered classified, and to have some latitude during questions and answers, I would like to classify the talk SECRET.

PRELIMINARY PROGRAM



50th Symposium

MILITARY OR: THE NEXT TWENTY-FIVE YEARS

**U.S. NAVAL ACADEMY
ANNAPOLIS, MARYLAND**

8, 9, 10 March 1983

Sponsored by

**The Office of the Deputy Under Secretary of the Army
(Operations Research)**

The Office of the Chief of Naval Operations

**The Assistant Chief of Staff, Studies and Analysis
US Air Force**

**The Office of the Chief, Studies, Analysis and Gaming Agency
Office of the Joint Chiefs of Staff**

**Through contract with
The Chief of Naval Research**

**Military Operations Research Society
Landmark Towers -- Suite 202
101 South Whiting Street
Alexandria, Virginia 22304
Telephone: (703) 751-7290**

MILITARY OPERATIONS RESEARCH SOCIETY

101 SOUTH WHITING STREET
ALEXANDRIA, VIRGINIA 22304
Telephone: Area Code 703 751-7290

IMPORTANT INSTRUCTIONS FOR 50th MORS APPLICANTS

DEADLINE for security forms -- 11 February 1983

DEADLINE for applications -- 18 February 1983

SECURITY VOUCHERS AND ID CARDS

If you are active duty military or a government employee, you have been furnished a pink personal security voucher with your application form. Otherwise you have been furnished a blue personal security voucher. These forms may not be substituted for each other. If the correct form was not sent, call the MORS office without delay.

If the security voucher indicates that a MORS ID card is required, please comply with the ID Card Instructions and return the ID card with the security voucher. Complete the security voucher and insure that it is processed through the security channels as a matter of some urgency.

IMPORTANT NOTE

EARLY ACTION SHOULD BE TAKEN TO INSURE THAT A COMPLETE AND SATISFACTORY SECURITY VOUCHER AND MORS ID CARD ARE RECEIVED IN THE MORS OFFICE BY THE DATE SPECIFIED ABOVE. MORS IS NOT PERMITTED BY THE SPONSOR TO MAKE OR ACCEPT TELEPHONIC SECURITY VERIFICATION FOR ATTENDEES NOR CAN IT ACCEPT HAND CARRIED SECURITY VOUCHERS OR VISIT REQUESTS.

AFTER 25 February 1983 ALL SECURITY INQUIRIES SHOULD BE DIRECTED TO THE OFFICE OF NAVAL RESEARCH SECURITY OFFICER, (202) 696-4618.

APPLICATION FORM

The four-part application form should be completed and returned to the MORS office with your registration fee. Invitations are not mailed until the security clearance has been verified and the fee has been paid.

Checks should be made payable to MORS. Registration fee checks will be held uncashed until after the meeting so that if, for any reason, an applicant does not attend, his check can be returned.

REGISTRATION FEES

As a matter of policy, all attendees (speakers and otherwise) are expected to pay a 50th MORS registration fee. The fees are as follows:

1. The early registration fee is seventy dollars (\$70) if it is received, along with the application form, on or before 31 December 1982. This fee does not include a banquet meal.
2. The regular registration fee is seventy-five dollars (\$75) if it is received by the MORS office after 31 December 1982. This fee does not include a banquet meal.
3. The banquet tickets are \$15 and will be sold at the meeting during registration on 8 March 1982.

CLASSIFIED DISCLOSURE AUTHORIZATION

Persons giving oral presentations or participating in the discussions at the 50th MORS have been granted limited disclosure authorizations via their personal security vouchers for the 50th MORS. It is the individual responsibility of each participant to find out in advance, from his certifying official, the limits to his own classified disclosures and to stay within these limits at the symposium.

A disclosure authorization is required when a presentation (a) is based on a written classified paper; or (b) includes classified audio-visuals; or (c) contains details of other classified documents. Discussions of a classified subject which are of a general nature or which merely set forth the speaker's viewpoints, concepts, recommendations, etc., do not necessitate a disclosure authorization.

Non-government employees contemplating making a disclosure where written authorization is required should request a disclosure authorization form from the MORS office. Disclosure authorization forms, where required, are due in the MORS office by 1 March 1983.

Military and federal government employees making a classified disclosure are required to comply with their service instructions covering such disclosure. ONR does not require a copy of such authorization. It remains the individual's own responsibility to obtain the required authorization.

SECURITY MATTERS

Attendees are reminded of the necessity for continuing attention to security precautions. While every effort will be made to provide a secure facility for the meeting and to insure that attendees are properly identified, cleared, and possessed of the required need-to-know, all are reminded that the responsibility for the unauthorized disclosure, particularly with regard to conversations, rests with the individual attendee. In this regard, attendees are requested to keep in mind the following salient points:

1. Be careful where you make classified disclosures. Do not extend classified discussion to hotels, restaurants, officers' clubs, or other places in which you are unable to positively identify all within hearing distance and be reassured of the nonexistence of eavesdropping devices.
2. Be careful to whom you make classified disclosures. You should assure yourself that the people to whom you are talking are indeed registrants at the 50th MORS. You are advised that a uniformed or civilian person located away from the restricted area of the meeting and not personally recognized as a registrant does not have authorized access to classified information, regardless of his possession of a MORS name badge.
3. The attention of non-government attendees is invited to the Industrial Security Manual, para 9e, with regard to disclosure authorizations.
4. Attendees are advised that possession of photographic, audio recording or electronic transmitting devices is not authorized in the meeting spaces of the 50th MORS.

RESTRICTED MEETING AREAS

Those portions of the meeting area lying inside of the posted guards are designated restricted meeting areas for the 50th MORS. All classified presentations and discussions in connection with the MORS program are to be conducted inside this area. Only the following persons are permitted in this area:

1. Officially invited 50th MORS attendees with appropriate MORS-issued name badges and approved ID cards;
2. MORS staff and service personnel with appropriate MORS-issued name badges and approved ID cards;
3. Members of the 50th MORS Guard Force;
4. Officials representing the Host Command on official business.

ENTRY TO THE MEETING AREAS

Entry to the restricted meeting areas will be regulated by the guard force and working group chairmen.

At each entry to the restricted meeting area, each attendee will be required to stop long enough to show his properly validated 50th MORS name badge and his identification and to be recognized. The name badge and ID card should be displayed at all times within the restricted meeting area.

The security guards at the entrance to the restricted area of the meeting must check the following before they may admit an attendee:

1. The validity of his ID card.
2. The validity of his name badge.
3. The correspondence of face and ID picture.
4. The correspondence of name badge and ID card to name and company or activity.

In order that the checking be accomplished speedily, name badges and ID cards must be displayed together in the MORS name badge holder.

PICTURE ID CARDS

All attendees in the restricted meeting areas are required to display their ID cards in the MORS badge holders along with their name badges. Only two types of ID cards are permissible: the active duty military ID card and the ID card issued by MORS. The MORS-issued ID cards will be delivered to the attendee when he registers. It is important that the attendee turn the MORS-issued cards back in to the MORS office when finally leaving the meeting. Otherwise, the attendee will have to again go through the preparation of a new ID card for subsequent MORS.

MORS NAME BADGES

A MORS name badge is issued to each properly registered attendee, along with a plastic pouch for its display. As a further aid in identifying individuals at the symposium, the badges are color coded - MORS Officers, Directors and Staff have yellow/green badges, MORS Program Committee members have green/green badges and attendees have blue/white badges.

Attendees should take care that the badge is not lost or loaned during the meeting as these are avenues for improper entry and security violations. Badges should not be changed, corrected, or altered in any way. If such action is necessary, the MORS secretary will issue and authenticate a new badge at the MORS Office.

WORKING GROUP ADMINISTRATION

The individual working group programs and schedules are worked out under the direction of the individual working group chairmen. Advance inquiries should be addressed directly to them. Their telephone numbers are listed in the Working Group Prospectus.

Each attendee's invitation indicates the numerical designation of the working group to which he is specifically invited and in which he is expected to participate. For the most part, these working group invitations were based upon the applicant's first choice. Admission to a working group other than that specified in the invitation is subject to the approval of the chairman of that group who should not be expected to crowd or inconvenience his invited participants nor to modify his program plans.

NOTE TAKING

Except when the presenter asks that notes not be taken, note taking is permitted by attendees at the 50th MORS, subject to the following restrictions:

1. Overall, all notes taken during the sessions will be considered classified SECRET even if certain portions of the notes derive from unclassified talks. Accordingly, the notes should be marked and safeguarded as specified in the Industrial Security Manual for Safeguarding Classified Information.
2. During the meeting, at times when they are not in use, notes should be safeguarded in the MORS office as prescribed under CLASSIFIED MATTER - OVERNIGHT STORAGE.
3. At the conclusion of the meeting, each note taker shall transmit his notes to his home activity or facility in the manner prescribed for regular classified transmittals. Envelopes, tape, mailing labels, etc., will be provided at the MORS office for this purpose.
4. Note takers are individually responsible for the perpetuation of classification assignments and downgrading categories of classified matter contained in their notes.

Recordings are not authorized for any of the sessions taking place in the restricted meeting areas.

Welcome to MORS. This guide will acquaint you with the Society and your audience so that you may effectively prepare your presentation. These presentation guidelines are provided to help you put together a clear, communicative presentation. Our goal is an interchange between speakers and participants which will benefit both.

ABOUT MORS

The purpose of the Military Operations Research Society is to enhance the quality and effectiveness of classified and unclassified military operations research. To accomplish this purpose, the Society provides a forum for professional exchange and peer criticism among students, theoreticians, practitioners, and users of military operations research. This forum consists primarily of semi-annual classified MORS Symposia, their published Proceedings and special-purpose Monographs. The MORS symposia are tri-service sponsored and are designed to enhance the state of the art, to encourage consistent professional quality, to stimulate communication and interaction between practitioners and users, and to foster an interest in, and development of, the art of military operations research.

THE AUDIENCE

Your audience will include key decision makers and expert practitioners within the military operations research user, manager, and analyst communities. They will be cleared to at least the SECRET level (unless otherwise advised) with need-to-know previously certified. Although audience demographics vary with each symposium, they generally have the following mix:

- | | |
|------------------------|-----|
| • Government/Military: | 25% |
| • Government/Civilian: | 35% |
| • Non-Government | 40% |

Military organizations which are usually well-represented include OSD, Army, Navy, Air Force and the Marines. Governmental agencies which participate include DoD, ACDA, CIA, State, GAO, NSA, and DOE, among others. The non-government segment is comprised of practitioners from industry, institutions, universities and consultants.

SYMPOSIUM STRUCTURE

Two types of sessions are regularly held: (1) general sessions covering broad-based topics and issues of interest, and (2) working group sessions in specific warfare or technical areas. Occasionally, other sessions are held as appropriate including tutorials, tours, and special topics. Working groups traditionally feature informal dialogue. The general sessions are more formal with a publishable paper expected from each presentation. When appropriate, presentations may be accompanied by discussant and panel review.

PRESENTATION GUIDELINES

Outstanding presentations result from a logical organization of the material to be presented, concise visuals to convey the information, and clear, confident verbal communication. These statements apply to any presentation. As a speaker at the MORS symposium, your presentation should also adhere to the following guidelines:

- Resist the temptation for overt sales pitches or position papers.
 - Do not read out your written paper. Choose language and style appropriate to the platform.
 - Use the classified nature of the meeting to inject realistic data and examples.
 - Expect incisive questions after the presentation (you may want to prepare backup visuals).
 - Stay within the allotted time (a general rule of thumb suggests one visual per 2 minutes).
 - Avoid complex or overcrowded visuals (strive to limit text to 30 words per visual). Make them of high quality.
 - Do not count on other than viewgraph projection except with advance (at least two weeks) arrangements with the MORS office.
- You will be speaking to people who are well informed but may not have your detailed knowledge of your own topic. They will follow a clear and sophisticated presentation, but may be expected to have trouble with unexplained acronyms, abbreviations and special language. Therefore, your presentation need not be elementary in style, but you should define any specialized expression.

Additional guidance and advice for preparation of visual aids is given in a separate article by Walter Goldman which appeared in Phalanx, August, 1980. Reprints are available on request from the MORS office.

OTHER INFORMATION

Guidance and formats for preparation of your written submission for publication in the Proceedings are given in a separate MORS pamphlet entitled "Preparation Guide," available on request from the MORS office.

Information regarding Society sponsorship, security matters, VIP logistic support and other administrative matters may be obtained from the MORS office.